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PROBLEMS FOR CONSIDERATION

1. The attached list contains substantive problems which it is suggested the Board should consider. Although work is already going forward to some extent on all these items; the amount of progress varies considerably. It is recommended that the Board select the most important and urgent ones and direct their staffs to expedite the preparation of papers for PSB consideration.

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I. Substantive Problems

A. Suggestions for Priority Attention

1. The defection of Communist China from the USSR
2. Psychological strategy to be followed on the death of Stalin
3. A strategic psychological plan for Iran and measures for immediate application
4. Psychological policies on public statements with regard to the Atomic Bomb
5. Subversion, demoralization and defection of Soviet troops in East Germany

B. Other Items

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6. A psychological plan for [REDACTED]
7. National policy measures designed to increase desired defections (both in and outside combat areas)
8. Psychological strategy with regard to the universal desire for Peace:
 - a. desirability of a disarmament proposal
 - b. countering Soviet 1951 Peace Campaign
9. Implementation of Project [REDACTED] report

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II. Long-Term Projects (See Attachment)

1. Psychological strategy in the Cold War
2. Psychological measures to insure that constructive relationships can be maintained and developed among the United States and the governments and peoples of nations, as in NATO, whose cooperation is essential to the national security.
3. Campaign to improve the personnel situation in psychological operations

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4. Survey of policy planning and research in the field of psychological operations
5. Survey of activities evaluating the effectiveness of psychological operations

III. Administrative

1. National psychological warfare and special operations personnel control and allocation
2. Measures to refine operational psychological warfare techniques
3. Cover and deception in current national psychological warfare toward USSR (e.g. the utilization of attaches, correspondents and agents)

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SUGGESTED INITIAL PROJECTS FOR PSB

I. Psychological Strategy in the Cold War

Many individuals working in the field of psychological operations in the Cold War have felt the absence of a "grand-strategy" -- a set of objectives toward the attainment of which all efforts can be directed. One cannot be so sanguine as to hope that such a strategy can be clearly outlined by any one agency or in a short period of time. Furthermore, it is a matter which clearly goes far beyond the competence of psychological operations specialists. These difficulties, however, do not excuse psychological operations planners from making what contribution they can toward the grand strategy, and the establishment of a Psychological Strategy Board gives them a better opportunity of doing so than they have had heretofore. It is believed, therefore, that one of the first tasks of the new board should be to set in motion a major effort to formulate a broad, worldwide psychological strategy for the Cold War.

A suggested procedure for accomplishing this is as follows:

1. Appointment of a working group composed of the nation's very best brains from both inside and outside the government in the field of psychological operations and making provision to see that they have facilities for concentrated work. The group should also include experts in political and military strategy. It is felt that the prestige of the Board will be such that it can command the services of individuals who would not ordinarily be available to work personally on such a project.

2. A working place outside Washington should be designated for meetings. It has been noted in previous similar cases that it is much simpler to enable top quality men to work on problems of this sort personally (rather than delegating them to subordinates) if they can be insulated from the pressure of routine duties. This insulation procedure is commonly adopted by such agencies as Brookings and RAND with a considerable measure of success.
3. The group should be asked to work on such very broad problems as the following:
 - a. What psychological and other measures can be taken to restrain Soviet aggression?
 - b. What psychological and other measures can be taken to strengthen our allies and potential allies?
 - c. How may the best statement of U. S. ideology be arrived at?
 - d. How can our Cold War aims be defined?
4. The following measures should be taken in preparation for this working group:
 - a. Make necessary arrangements for meeting place, secretarial help, security, etc.

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- b. Prepare briefing papers. (For example, an analysis of NSC papers and Presidential statements having a bearing on psychological operations.)
 - c. Arrange for oral briefings by governmental experts, as needed.
5. The full group should be asked to meet for a three or four day period at the beginning of the summer and for a three or four day period toward the end of the summer. In between the two full meetings sub-groups should be asked to work on specific phases of the overall problem.
6. It should be emphasized that this is not to be viewed as an effort to work out a national policy binding on all agencies. It is rather an attempt to answer two questions:
- a. From the point of view of psychological operations, what should our national policy be?
 - b. How may existing national policy be exploited more effectively through psychological operations?

II. A Long-Term Campaign to Improve the Personnel Situation in Psychological Operations

This campaign might be divided into two parts: (1) an effort to improve and coordinate training programs, and (2) an effort to induce superior personnel who already have the available qualifications to enter government service in the field of psychological operations. A considerable amount of basic work on the first part has already been accomplished, but coordination is still lacking. An approach to the second part might be as follows:

- (1) Ascertain through interviews with leading experts outside the government what their principal objections to entering government service are.
- (2) Work out, with all agencies affected, a long-term publicity program designed to attract first-rate personnel.
- (3) Approach key members of Congress with a view to obtaining their support in this campaign.

III. Policy Planning and Research Survey

This survey, which would be undertaken primarily by the temporary PSB with outside advice solicited as needed, should attempt to answer the following questions:

1. What policy planning for the cold war and hot war in the field of psychological operations is currently going on?
2. What basic research for psychological operations in the cold war and hot war is currently going on?
3. What additional planning and research is needed, and what agencies should undertake it?

IV. Survey of Evaluation Activities

This survey should be undertaken along the same lines as the above.

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